



AF/IL Logistics Balanced Scorecard

“The ability to view the health and welfare of logistics in a single location with drill down capability into the Air Force Logistics Balanced Scorecard in order to perform analysis in support of managerial decision-making”

FACT SHEET

What is the eLog21 Balanced Scorecard effort?

Air Force metrics are predominately financial or production based, which drives priorities and practices not focused on Warfighter (customer) capabilities. To remedy this imbalance of metrics and measurements, the Office of the Secretary of Defense is developing a Balanced Scorecard across the services. The eLog21 Balanced Scorecard effort will integrate and align with that effort.

Further, the eLog21 Balanced Scorecard effort will improve the performance measurement of Air Force logistics capabilities and institutionalize metrics to realign and refocus logistics processes and efforts. The end-state goal of this effort is a standardized set of warfighter-focused metrics.

The focus of this initiative is to translate the eLog21 vision and strategies (as defined in the Logistics Enterprise Architecture (LogEA) into comprehensive set of objectives, critical success factors, and performance measures. The framework represents a balance between:

- Short-and long-term critical success factors
- Financial and non-financial measures
- Lagging and leading indicators
- External and internal performance perspectives

What is the Balanced Scorecard vision, mission, and approach?

The vision of this initiative is a measurement and management capability for AF/IL that aligns the actions of all logistics organizations with the

overarching vision and strategies of the Air Force and the Office of the Secretary of Defense across a balanced set of perspectives (customer, financial, process, and learning / growth).

The long-term vision of this effort is that ongoing scorecard and metrics efforts will be linked together in a cause-and-effect relationship to allow each successive higher Headquarters to identify how subordinate commands are executing against stated objectives and performance measures which would in turn allow the subordinate organizations to understand how they impact the larger picture strategies.

This performance data will be displayed in a Balanced Scorecard dashboard that is appropriate to the viewer's level. The dashboard will allow the user to drill-down to lower indentures of scorecard metrics. All of this will be accessed via the web.

Why did AF/IL launch the Balanced Scorecard effort?

AF/IL launched the Balanced Scorecard initiative such that the Air Force and the Office of the Secretary of Defense will have the ability to view the health and welfare of Air Force logistics in a single location with drill down capability into the Air Force Logistics Balanced Scorecard to perform analysis in support of managerial decision-making.

Further, AF/IL launched the scorecard effort in order to further support the two main eLog21 stretch goals:

- 20% increase in equipment availability
- Reduce annual O&S Cost by 10% (\$2.83B) NLT FY11

How does the eLog21 Balanced Scorecard effort tie in with DoD and other Air Force Scorecard efforts?

The eLog21 Balanced Scorecard links directly to the scorecards being developed by the Air Force Corporate Logistics effort and the Office of the Secretary of Defense Logistics effort. The eLog21 effort will also link to the scorecards being developed at the MAJCOM level. Additionally, the eLog21 scorecard will have horizontal and vertical linkages with the Air Force Logistics Enterprise Architecture (LogEA) and Future Logistics Enterprise (FLE) initiatives. The links between the eLog21 Balanced Scorecard effort, and the other DoD and Air Force efforts will ensure that the eLog21 scorecard supports the overall vision, mission, and goals of the Office of the Secretary of Defense and Air Force stakeholders.

What are some of the characteristics of the eLog21 Balanced Scorecard effort?

Each scorecard objective will have an owner identified along with key performance indicators, performance measures, targets/goals, and initiatives intended to facilitate the successful achievement of the overall Air Force Logistics mission and vision.

What is the timeline for implementing of Balanced Scorecard?

Phase I of this effort (through Dec 03) produced the initial concept of the Air Force Logistics Balanced Scorecard and laid the foundation for moving forward into the pilot effort. During Phase II (Jan – June 04), the next step was to build a proof of concept version of the Balanced Scorecard to be rolled out by the end of Phase III (July 04 – Dec 06). During future phases, the focus of effort will include the display and drilldown of the Balanced Scorecard by all appropriate organizations, the migration of all of the necessary data elements to a single repository to build and deploy the Logistics Balanced Scorecard, the technical development of a system in the pre-production and production environment, and additional capabilities such as “forecasting” analysis and

online analytical processing (OLAP).

How can I learn more about Balanced Scorecard?

For more information, we invite you to contact:

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Sample BSC Screenshots (notional)

Perspectives View With Level 1 Metrics

